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Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations

Performance report on the budget for the support account for peacekeeping operations for the period from 1 July 2003 to 30 June 2004

Report of the Secretary-General*

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* The lateness in the submission of the present report was due to additional technical and substantive consultations.

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Summary

The present report contains the performance report on the budget for the support account resources for peacekeeping operations approved for the period from 1 July 2003 to 30 June 2004.

Performance of financial resources

(Thousands of United States dollars. Budget year is from 1 July 2003 to 30 June 2004.)

			Variance	
Category	*Apportionment*	*Expenditure*	*Amount*	*Percentage*
Post requirements	90 524.6	90 782.0	(257.4)	(0.3)
Non-post requirements	21 551.2	20 419.0	1 132.2	5.3
Gross requirements	**112 075.8**	**111 201.0**	**874.8**	**0.8**
Staff assessment income	15 320.2	14 880.5	439.7	2.9
Net requirements	**96 755.6**	**96 320.5**	**435.1**	**0.4**

Human resources incumbency performance

Category	*Authorized staff*	*Actual incumbency (average)*	*Vacancy rate (percentage)*
Professional and above	454	412	9.2
General Service and related	289	265	8.4

The action to be taken by the General Assembly is set out in section IV of the present report.

Abbreviations

IDEA	Interactive Data Extraction and Analysis
MINUSTAH	United Nations Stabilization Mission in Haiti
MONUC	United Nations Organization Mission in the Democratic Republic of the Congo
ONUB	United Nations Operation in Burundi
UNAMSIL	United Nations Mission in Sierra Leone
UNFICYP	United Nations Peacekeeping Force in Cyprus
UNFIP	United Nations Fund for International Partnerships
UNIKOM	United Nations Iraq-Kuwait Observation Mission
UNITAR	United Nations Institute for Training and Research
UNLB	United Nations Logistics Base at Brindisi
UNMEE	United Nations Mission in Ethiopia and Eritrea
UNMIBH	United Nations Mission in Bosnia and Herzegovina
UNMIK	United Nations Interim Administration Mission in Kosovo
UNMIL	United Nations Mission in Liberia
UNMISET	United Nations Mission of Support in East Timor
UNMOGIP	United Nations Military Observer Group in India and Pakistan
UNOCI	United Nations Operation in Côte d'Ivoire
UNOMIG	United Nations Observer Mission in Georgia
UNOPS	United Nations Office for Project Services
UNOSOM	United Nations Operation in Somalia
UNOV	United Nations Office at Vienna
UNSAS	United Nations Standby Arrangements System
UNTSO	United Nations Truce Supervision Organization

I. Introduction

1. The number of active peacekeeping operations during the reporting period from 1 July 2003 to 30 June 2004 was 16 (including UNTSO and UNMOGIP, which are funded by the regular budget). During the same period, four new multidimensional operations were authorized by the Security Council (UNMIL (October 2003), UNOCI (April 2004), MINUSTAH (June 2004) and ONUB (June 2004)) and two missions were extended (UNAMSIL (September 2004) and UNMISET (November 2004)). This expansion was marginally offset by the closure of UNIKOM (October 2003). The unprecedented surge in peacekeeping operations resulted in the budget level for 2003/04 increasing from $2.1 billion, as originally approved by the General Assembly in June 2003 to $2.8 billion in December 2003 and $3.9 billion in June 2004. The number of new missions resulted in an increase in the number of military and police personnel deployed compared with the previous period 2002/03. The peak number of troops deployed during the reporting period increased to 48,988 compared with 34,901 during the period 2002/03, whereas the peak number of civilian police deployed during the reporting period decreased slightly to 5,251 compared to 6,181 during the period 2002/03. The peak number of military observers increased from 1,929 in 2002/03 to 2,022 in 2003/04 and the peak number of civilian staff in missions decreased slightly from 11,165 in 2002/03 to 10,545 in 2003/04.

2. During the period under review, the Secretariat continued to improve its performance in the management of peacekeeping operations, resulting from implementation of the recommendations on peacekeeping reforms of the Panel on United Nations Peace Operations (Brahimi report). The achievements of the Department of Peacekeeping Operations and other departments during the period are elaborated in detail in the results-based frameworks in the present report and the contributions evidenced by the outputs are presented in the addendum to the report.

3. In the context of the results-based presentation, the performance report demonstrates the actual performance of the offices and departments concerned against the baselines that were established as part of the 2003/04 budget. The extent to which progress has been made against the expected accomplishments is presented in the results-based frameworks, which compare actual indicators of achievement with planned indicators of achievement. Information on planned and actual outputs is provided in the addendum to the report.

4. The present report and its addendum take into account the recommendations made by the Advisory Committee on Administrative and Budgetary Questions, contained in its report (A/58/760, paras. 5 and 6), as endorsed by the General Assembly in its resolution 58/298. Particular efforts have been made to make the frameworks more concrete, streamlined and reader-friendly by applying standard criteria to the performance information provided and by presenting the addendum to the present report in landscape format. The standard criteria include a justification and planned completion date if actual indicators of achievement and outputs fell significantly short compared to the plan, an element of measurability if not already provided in the baselines that were established as part of the 2003/04 budget and information on significant unplanned actual indicators of achievement and outputs. The experience in applying these criteria showed, however, that it is difficult to reduce the volume of the results-based presentation in the performance report and its

addendum while trying to provide sufficient information to the Member States to enable them to make fully informed decisions on issues regarding peacekeeping.

II. Resource performance for the period from 1 July 2003 to 30 June 2004

5. The resources approved for the period from 1 July 2003 to 30 June 2004 were $112,075,800, from which expenditures amounted to $111,201,000, resulting in an unencumbered balance of $874,800, which represents a budget implementation rate of 99.2 per cent.

6. The unencumbered balance is attributable primarily to underexpenditure in respect of consultants, official travel, facilities and infrastructure and other supplies, services and equipment.

7. The unspent balance under "consultants" is attributable to the following factors:

(a) The postponement of the IDEA software training in the Office of Internal Oversight Services, resulting from a management decision to conduct an analysis of information technology risks and to assess the information technology requirements of the Internal Audit Division prior to the selection of a software;

(b) The postponement of a training course for senior managers in the Department of Peacekeeping Operations owing to difficulties in releasing sufficient staff at the senior level to attend, given the increased workload resulting from the surge in peacekeeping activities;

(c) The postponement of the preparation of the Force Headquarters Standard Operating Procedures in the Military Division, scheduled for completion as part of the overall integrated Department of Peacekeeping Operations Guidance Project.

8. With regard to official travel, the unspent balance resulted mainly from the following factors:

(a) The postponement of a number of planned activities by the Office of Mission Support, Department of Peacekeeping Operations, owing to the requirement for staff of the Civilian Training Section to concentrate on the mission start-up planning and deployment of new operations and development of a civilian training strategy;

(b) The cost savings in the Procurement Division resulting from the combination of management review visits with business seminars in one of the locations.

9. The unutilized balance under "facilities and infrastructure" resulted from the cancellation of the proposed enhancement to the connectivity services between the Secretariat, the UNITAR building and Nigeria House owing to the difficulties in identifying a cost-effective contractor. Moreover, during the reporting period, additional office space in the DC-1 building was made available to the Department of Peacekeeping Operations subsequent to the closure of the oil-for-food programme. The Department was therefore able to consolidate three sections of the Office of Mission Support and vacate most of Nigeria House. As a result, the planned enhancement to the connectivity services between the Secretariat and

Nigeria House was not carried out. Furthermore, the user requirement for the connectivity in the UNITAR building was deemed satisfactory, therefore making the project unnecessary.

10. Underexpenditure in regard of other supplies, services and equipment is attributable mainly to the postponement of the printing of various United Nations publications and training materials in the Military Division of the Department of Peacekeeping Operations, resulting from a decision to redirect efforts and resources in support of pre-deployment training and the establishment of mission training cells in new peacekeeping missions. The publications are scheduled for completion by mid-2005.

11. The underexpenditure in respect of consultants, official travel, facilities and infrastructure and other supplies, services and equipment are offset by additional requirements in respect of international staff costs and general temporary assistance.

12. The additional requirements in respect of international staff costs are attributable mainly to lower than budgeted vacancy rates in the Department of Peacekeeping Operations and to an increase in the post adjustment multiplier for staff in New York from 46.3 to 53.9 effective September 2003. The additional requirements in respect of general temporary assistance are due mainly to higher than budgeted common staff costs for the functions of a Database Administrator and an Investment Accountant in the Treasury, to the clearing and prevention of backlogs in processing payments of travel and vendor claims in the Accounts Division, to the assistance in the development and implementation of the Galaxy e-staffing module for field missions in the Operational Services Division and to the higher than budgeted common staff costs relating to the assessment of career development and learning needs of mission personnel in the Division for Organizational Development.

Table 1
Summary of resource performance by category

(Thousands of United States dollars. Budget year is from 1 July 2003 to 30 June 2004.)

			Variance	
Category	*Approved appropriation*	*Expenditure*	*Amount*	*Percentage*
I. Post resources	90 524.6	90 782.0	(257.4)	(0.3)
II. Non-post resources				
General temporary assistance	1 151.4	1 257.3	(105.9)	(9.2)
Consultants	1 087.3	944.2	143.1	13.2
Official travel	3 969.0	3 709.3	259.5	6.5
Facilities and infrastructure	6 872.3	6 410.7	461.6	6.7
Communications	814.7	789.5	25.2	3.1
Information technology	5 857.5	5 933.8	(76.3)	(1.3)
Medical	100.0	100.0		
Other supplies, services and equipment	1 699.0	1 274.0	425.0	25.0
Subtotal, category II	**21 551.2**	**20 419.0**	**1 132.2**	**5.3**
Gross requirements, categories I-II	**112 075.8**	**111 201.0**	**874.8**	**0.8**
III. Staff assessment income	15 320.2	14 880.5	439.7	2.9
Net requirements, categories I-III	**96 755.6**	**96 320.5**	**435.1**	**0.4**

Table 2
Other income and adjustments
(Thousands of United States dollars)

Category	*Amount*
Interest income	634
Other miscellaneous income	115
Prior-period adjustments	2
Savings on or cancellation of prior-period obligations	1 122
Total	**1 873**

A. Department of Peacekeeping Operations

(Millions of United States dollars)

Approved	*Expenditure*	*Approved posts*	*Average incumbency*
75.6	76.5	539	519

1. Results-based framework

(a) Office of the Under-Secretary-General

Expected accomplishment 1: Improved ability of the Secretary-General, the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to make fully informed decisions on issues relating to peacekeeping

Planned indicators of achievement	*Actual indicators of achievement*
Positive feedback on Department of Peacekeeping Operations work expressed in the report of the Special Committee on Peacekeeping Operations; endorsement by the Special Committee of Department of Peacekeeping Operations recommendations	Positive feedback in the report of the Special Committee on Peacekeeping Operations (A/58/19); endorsement of the Secretary-General's report to the Special Committee, including its recommendations (A/58/694)

Expected accomplishment 2: Reduction of the time required to plan, rapidly deploy and establish peacekeeping operations in response to Security Council mandates

Planned indicators of achievement	*Actual indicators of achievement*
Number of Member States contributing to the standby arrangements (UNSAS) increased from 73 to 75 (target 2005: 90)	Number increased to 80

Deployment of a traditional complex mission headquarters within 30/90 days of Security Council resolution	Deployment of four complex missions' headquarters (UNMIL, ONUB, MINUSTAH and UNOCI), on average, within 90 days of mandate

Expected accomplishment 3: Increased efficiency and effectiveness in conducting, managing, directing and supporting peacekeeping operations

Planned indicators of achievement	*Actual indicators of achievement*
Recommendations from lessons learned and best practices that are adopted as policies, procedures in missions	Achieved

Expected accomplishment 4: Reoriented management culture to enhance the ability to carry out core functions as mandated by the intergovernmental bodies

Planned indicators of achievement	*Actual indicators of achievement*
Departmental business plans, performance appraisal system (PAS) and budget submissions that are aligned with the Department of Peacekeeping Operations Under-Secretary-General's (USG's) Programme Management Plan (PMP)	Achieved
Information technology strategy plan approved by Department of Peacekeeping Operations Under-Secretary-General	Information management strategy and strategy implementation plan to be completed by end-March 2005

(b) Office of Operations

Expected accomplishment 1: Improved ability of the Secretary-General, the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to make fully informed decisions on issues relating to peacekeeping

Planned indicators of achievement	*Actual indicators of achievement*
Endorsement of policy recommendations by the competent bodies	Security Council adoption of 9 recommendations for new or significant adjustments to operations (UNMIL, UNOCI, ONUB, MINUSTAH, partial MONUC, UNAMSIL, UNMISET, UNFICYP, UNOMIG)
Positive feedback, received through formal and informal channels, on the quality of recommendations	Secretary-General's acceptance of 38 reports submitted without substantial revision

Expected accomplishment 2: Reduction of the time required to plan, rapidly deploy and establish peacekeeping operations in response to Security Council mandates

Planned indicators of achievement	*Actual indicators of achievement*
Completion of the mission planning process in line with Security Council expectations	6 mission planning processes completed in line with Security Council substantive and time requirements (MINUSTAH, ONUB, UNOCI, UNMIL, UNMISET consolidation, UNAMSIL mission transition adjustment)

Expected accomplishment 3: Increased efficiency and effectiveness in conducting, managing, directing and supporting peacekeeping operations

Planned indicators of achievement	*Actual indicators of achievement*
Missions meet benchmarks of mandate implementation strategies	• 11 missions met benchmarks (MINUSTAH, ONUB, UNOCI establishment late in 2003/04 period) • Recurrence of violence in Kosovo, Côte d'Ivoire and Democratic Republic of the Congo delayed progress/programme implementation
Number of significant mutually supportive programmes implemented in the field with peacekeeping partners	24 joint (bilateral or multilateral) field programmes implemented with international peacekeeping partners (Sierra Leone, Democratic Republic of the Congo, the Sudan, Burundi, Timor-Leste, Ethiopia/Eritrea)

(c) Office of Mission Support

Expected accomplishment 1: Improved ability of the Secretary-General, the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to make fully informed decisions on issues relating to peacekeeping

Planned indicators of achievement	*Actual indicators of achievement*
Positive feedback from legislative bodies and Member States	• Report of the Special Committee on Peacekeeping Operations and its Working Group at the 2004 substantive session (A/58/19, para. 60) welcomed comprehensive briefings of Department of Peacekeeping Operations, both on general policy and the missions • Report of the Board of Auditors (A/58/5 (Vol. II)) commended the Department on management of information and communication technology

Expected accomplishment 2: Reduction of the time required to plan, rapidly deploy and establish peacekeeping operations in response to Security Council mandates

Planned indicators of achievement	*Actual indicators of achievement*
Successful completion of rapid deployment exercise	Not achieved. No rapid deployment exercise was conducted owing to concurrent deployment of four peacekeeping missions
Deployment of a traditional/complex mission headquarters within 30/90 days of Security Council resolution	Deployment of 4 complex missions' headquarters (UNMIL, ONUB, MINUSTAH and UNOCI), on average, within 90 days of mandate

Expected accomplishment 3: Increased efficiency and effectiveness in conducting, managing, directing and supporting peacekeeping operations

Planned indicators of achievement	*Actual indicators of achievement*
Positive level of satisfaction from surveyed missions on support provided	83% of surveyed missions were satisfied with support, an 18% increase from 2002
Reduction in the duration of the liquidation process from 10 years to 8 years (target 2005: 4 years)	• One mission (UNOSOM) ending in 1995 liquidated in 9 years (April 2004) • For two missions ending prior to 2002, average liquidation process took 7 years • For two missions (UNIKOM, UNMIBH) ending after 2002, average liquidation process took 3 years
Reduction in the average time to certify troop-contributing countries' claims from 12 to 6 months	Reduction from 12 months in 2002/03 to 6 months
Increased percentage of missions receiving immediate operational requirements (IORs) on the required date from 75% to 85% (target 2005: 95%)	Increased from 75% in 2002/03 to 82%
Reduction in year-end global peacekeeping inventory stock take variance from 2% to 1%	Reduced to 0.9%
Reduction in the average time to fill a mission vacancy, from posting vacancy to entry on duty, from 180 to 95 days	Overall average time to fill a mission vacancy in 2004 was 58 days

(d) Military Division

Expected accomplishment 1: Improved ability of the Secretary-General, the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to make fully informed decisions on issues relating to peacekeeping

Planned indicators of achievement	*Actual indicators of achievement*
Military advice is incorporated within planning documents, resolutions, reports and briefings	Military advice incorporated in 15 reports of the Secretary-General, in concepts of operations for 8 potential peacekeeping operations and adjustments to 4 existing missions, in 46 briefings provided to troop-contributing countries, and in troop-contributing country guidelines for 5 new and expanded missions

Expected accomplishment 2: Reduction of the time required to plan, rapidly deploy and establish peacekeeping operations in response to Security Council mandates

Planned indicators of achievement	*Actual indicators of achievement*
Number of Member States contributing to the standby arrangements (UNSAS) increased from 73 to 75 (target 2005:90)	80 Member States contributed to UNSAS

Expected accomplishment 3: Increased efficiency and effectiveness in conducting, managing, directing and supporting peacekeeping operations

Planned indicators of achievement	*Actual indicators of achievement*
Positive feedback from missions on the guidance and support provided by Military Division	Survey on Department of Peacekeeping Operations Headquarters support to field missions indicated a 78% rate of satisfaction by military components on guidance and support provided by Military Division
Number of times UNSAS utilized increased from 0 to 3 (target 2005:5)	UNSAS has been utilized to generate 4 new missions: UNMIL; UNOCI; ONUB; and MINUSTAH

(e) Civilian Police Division

Expected accomplishment 1: Improved ability of the Secretary-General, the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to make fully informed decisions on issues related to peacekeeping

Planned indicators of achievement	*Actual indicators of achievement*
Positive feedback from police contributing countries on briefings	• Positive feedback given by Member States during Fourth Committee proceedings in 2003, including the effective response of the Civilian Police Division to the multiple demands on its expertise • Greater willingness of Member States to contribute police to peacekeeping operations, as demonstrated by the increase in police-contributing countries from 79 to 85 • Civilian police guidelines and directives on the deployment and preparation of civilian police officers and formed police units accepted by police-contributing countries

Expected accomplishment 2: Reduction in the time required to plan, rapidly deploy and establish peacekeeping operations in response to Security Council mandates

Planned indicators of achievement	*Actual indicators of achievement*
100% resourced 100-person on-call roster	The 100-person on-call roster 100% resourced. 10 Member States committed with a total of 409 officers 4 Member States committed to the on-call roster for formed police units

Expected accomplishment 3: Increased efficiency and effectiveness in conducting, managing and supporting peacekeeping operations

Planned indicators of achievement	*Actual indicators of achievement*
Number of times UNSAS utilized increased from 0 to 3 (target 2005:5)	The 100-person on-call roster was utilized 5 times, for deployments to UNMIL, MINUSTAH, the Sudan, UNOMIG and UNOCI

(f) Mine Action Service

Expected accomplishment 3: Increased efficiency and effectiveness in conducting, managing, directing and supporting peacekeeping operations

Planned indicators of achievement	*Actual indicators of achievement*
Increased identification of mine-affected areas	113 additional mine-affected areas identified in MONUC and 1,090 additional mine-affected areas identified in Eritrea, of which 573 are inside the UNMEE mission area
Reduction in the number of landmine incidents in missions	1 mine incident in 2003/04. No change from 2002/03

2. Human resources incumbency performance

Category	*Authorized staff*	*Actual incumbency (average)*	*Vacancy rate (percentage)*
Professional and above	336	318	5.4
General Service and related	203	201	1.0

3. Performance of financial resources

(Thousands of United States dollars. Budget year is from 1 July 2003 to 30 June 2004.)

			Variance	
Category	*Approved apportionment*	*Expenditure*	*Amount*	*Percentage*
I. Post resources	65 825.9	67 215.9	(1 390.0)	(2.1)
II. Non-post resources				
General temporary assistance	146.4	162.1	(15.7)	(10.7)
Consultants	754.5	676.5	78.0	10.3
Official travel	2 258.5	2 150.9	107.6	4.8
Facilities and infrastructure	210.5	138.9	71.6	34.0
Communications	539.4	538.7	0.7	0.1
Information technology	4 937.4	4 895.0	42.4	0.9
Other supplies, services and equipment	908.0	691.5	216.5	23.8
Subtotal, category II	**9 754.7**	**9 253.6**	**501.1**	**5.1**
Gross requirements, categories I-II	**75 580.6**	**76 469.5**	**(888.9)**	**(1.2)**

4. Analysis of variances[1]

13. During the reporting period, there was a need to temporarily refocus and prioritize activities in the Department of Peacekeeping Operations to deal with the challenges posed by the surge in peacekeeping activity, in particular the establishment of new peacekeeping operations in UNMIL, MINUSTAH, UNOCI and ONUB and the extension of the mandates of UNAMSIL and UNMISET. In certain areas, this necessitated reprioritization of planned activities towards support for these missions, with various planned projects being postponed. The underexpenditure under certain categories, namely, "consultants", "official travel" and "other supplies, services and equipment", is attributable to this factor.

	Variance	
Posts	($1 390.0)	(2.1%)

14. The additional requirements of $1,390,000 are attributable mainly to lower than budgeted vacancy rates and to the increase in the post adjustment multiplier payable to staff at New York Headquarters from 46.3 to 53.9 effective September 2003.

15. The overall vacancy rate in the Department was 3.8 per cent compared to a budgeted vacancy rate of 6.5 per cent.

	Variance	
General temporary assistance	($15.7)	(10.7%)

16. During the reporting period, general temporary assistance was used to replace staff on maternity and sick leave and to strengthen the Department's capacity to meet the additional requirements resulting from the increase in peacekeeping operations.

17. The additional requirements of $15,700 resulted primarily from the assistance provided to the team working on preparations and support for the meeting of the 2004 Working Group on Contingent-owned Equipment.

	Variance	
Consultants	($78.0)	(10.3%)

18. The unspent balance of $78,000 is attributable primarily to the postponement of the people management training for senior staff in the Department of Peacekeeping Operations owing to the unavailability of senior staff as a result of increased workload caused by the surge in peacekeeping operations; cancellation of the evaluation of MONUC, given the operational demands facing the Mission at the time and the postponement of the preparation of the Force Headquarters standard operating procedures in the Military Division, which will be completed as part of the overall integrated Department of Peacekeeping Operations guidance project.

	Variance	
Official travel	$107.6	4.8%

19. The unspent balance of $107,600 is attributable mainly to the postponement of the peacekeeping management course, one rapid deployment training course and two mission planning skills courses to enable the Civilian Training Section in the Office of Mission Support to concentrate its efforts on the mission start-up planning and deployment of new peacekeeping operations and the development of a civilian training strategy.

	Variance	
Facilities and infrastructure	$71.6	34.0%

20. The unspent balance of $71,600 is the result of lower than budgeted costs allocated by the Information Technology Services Division for the rental of photocopy machines.

	Variance	
Other supplies, services and equipment	$216.5	23.8%

21. The unspent balance of $216,500 relates mostly to the postponement of printing of various United Nations publications and training materials to enable the Training and Evaluation Services of the Military Division to redirect its efforts and resources during the period towards pre-deployment training and the establishment of mission training cells in response to the surge in peacekeeping operations. The training publications are due for completion in the current fiscal year 2004/05.

B. Executive Office of the Secretary-General

(Millions of United States dollars)

Approved	*Expenditure*	*Approved posts*	*Average incumbency*
0.5	0.5	3	3

1. Results-based framework

Expected accomplishment 3: increased efficiency and effectiveness in conducting, managing, directing and supporting peacekeeping operations

Planned indicators of achievement	*Actual indicators of achievement*
Provision of comments and guidance to missions within 5 days of submission of Secretary-General mission reports to the Executive Office of the Secretary-General	Achieved despite increase in the number and complexity of peacekeeping missions

2. Human resources incumbency performance

Category	*Authorized staff*	*Actual incumbency (average)*	*Vacancy rate (percentage)*
Professional and above	2	2	-
General Service and related	1	1	16.7

3. Performance of financial resources

(Thousands of United States dollars. Budget year is from 1 July 2003 to 30 June 2004.)

			Variance	
Category	*Approved apportionment*	*Expenditure*	*Amount*	*Percentage*
Post resources	500.2	494.5	5.7	1.1
Gross requirements	**500.2**	**494.5**	**5.7**	**1.1**

C. Office of Internal Oversight Services

(Millions of United States dollars)

Approved	*Expenditure*	*Approved posts*	*Average incumbency*
8.0	7.2	53	45

1. Results-based framework

Expected accomplishment 1: Improved ability of the Secretary-General, the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to make fully informed decisions on issues relating to peacekeeping

Planned indicators of achievement	*Actual indicators of achievement*
Positive feedback from the General Assembly on Office of Internal Oversight Services reports	Including positive comments from Secretary-General in the annual report and 3 other reports to the General Assembly; positive statements by the Fifth Committee, on 13 May, on the evaluation report of the results of the restructuring of the Department of Peacekeeping Operations; positive feedback from Member States on special presentation by Chief Resident Auditors; as a result of feedback, an additional session held; positive feedback from the General Assembly during formal and informal discussions on reports of the Office of Internal Oversight Services

Expected accomplishment 3: Increased efficiency and effectiveness in conducting, managing, directing and supporting peacekeeping operations

Planned indicators of achievement	*Actual indicators of achievement*
Increased rate of implementation of critical mission audit recommendations	The rate of implementation of critical audit recommendations was 81% compared to 83% in 2002/03. The number of critical recommendations issued was 114 as compared to 87 in 2002/03, representing an increase of 31%
Positive feedback from missions on advice provided by Office of Internal Oversight Services	Mission responses to client survey showed positive feedback

2. Human resources incumbency performance

Category	*Authorized staff*	*Actual incumbency (average)*	*Vacancy rate (percentage)*
Professional and above	37	32	14.0
General Service and related	16	14	15.6

3. Performance of financial resources

(Thousands of United States dollars. Budget year is from 1 July 2003 to 30 June 2004.)

Category	Approved apportionment	Expenditure	Variance	
			Amount	Percentage
I. Post resources	6 837.2	6 168.2	669.0	9.8
II. Non-post resources				
General temporary assistance	111.5	103.0	8.5	7.6
Consultants	130.7	66.3	64.4	49.3
Official travel	659.5	647.2	12.3	1.9
Facilities and infrastructure	58.8	63.1	(4.3)	(7.3)
Communications	38.9	29.9	9.0	23.1
Information technology	89.1	69.1	20.0	22.4
Other supplies, services and equipment	88.0	19.7	68.3	77.6
Subtotal, category II	**1 176.5**	**998.3**	**178.2**	**15.1**
Gross requirements, categories I-II	**8 013.7**	**7 166.5**	**847.2**	**10.6**

4. Analysis of variances[1]

	Variance	
Posts	$669.0	9.8%

22. The unspent balance of $669,000 is attributable to higher than budgeted vacancy rates and to the appointment of most of the resident auditors under the 300 series of the Staff Rules and Regulations. During the reporting period, the overall average vacancy in the office was 14.5 per cent.

	Variance	
General temporary assistance	$8.5	7.6%

23. The unspent balance of $8,500 resulted from delays in the recruitment of a General Service staff offset by additional requirements in the Executive Office and the Monitoring, Evaluation and Consulting Division.

	Variance	
Consultants	$64.4	49.3%

24. The unutilized balance of $64,400 relates to the postponement of the training on IDEA software resulting from a management decision to conduct an analysis of the information technology software risks and to assess the information technology requirements of the Internal Audit Division prior to the selection of a software and to delays in purchasing additional licences for the electronic working papers, as the

office was awaiting results from the pilot project. The IDEA training will be conducted in the current period (2004/05).

25. The unspent balance also relates to the non-utilization of the provision made for the training on methodology, monitoring and reporting on programme performance in the Monitoring, Evaluation and Consulting Division, for which the Division received extrabudgetary funding from UNFIP.

	Variance	
Facilities and infrastructure	($4.3)	(7.3%)

26. The additional requirements of $4,300 are attributable to the purchase of alarm systems and smoke detectors for the establishment of the Investigations Division Office in Vienna of the Office of Internal Oversight Services owing to the policy of the United Nations Office at Vienna to have such systems in locked offices.

	Variance	
Communications	$9.0	23.1%

27. The unspent balance of $9,000 is the result of telephone and fax-related expenses of the Investigations Unit, Vienna, being charged to the United Nations Office at Vienna.

	Variance	
Information technology	$20.0	22.4%

28. The unspent balance of $20,000 is attributable to lower requirements under the maintenance of information technology equipment.

	Variance	
Other supplies, services and equipment	$68.3	77.6%

29. The unspent balance of $68,300 relates to lower actual costs of training resulting from the use of online courses, the customization of the course for change management and to the cancellation of planned impact assessment training owing to staff being engaged in other projects.

D. Office of Legal Affairs

(Millions of United States dollars)

Approved	*Expenditure*	*Approved posts*	*Average incumbency*
0.8	0.8	5	5

1. Results-based framework

Expected accomplishment 3: Increased efficiency and effectiveness in conducting, managing, directing and supporting peacekeeping operations

Planned indicators of achievement	*Actual indicators of achievement*
Positive feedback that legal advice resulted in an increased understanding of legal rights	• Based on changes requested by the General Assembly and as in A/58/703 (section II.D.1), the indicator of achievement actually measured is "maximization of the protection of the legal interests, and reductions in exposure to legal liability, of the Organization's peacekeeping operations" • Privileges and immunities of the United Nations maintained in 100% of legal or other proceedings in which the Organization, its staff or property were involved • All legal instruments and agreements reviewed by the Office contained terms and conditions protecting the legal interests of the United Nations, ensuring better compliance with their terms and avoiding costly disputes • Actual liabilities versus claims made against the United Nations reduced by over $3 million (a claim for $1.8 million was resolved for less than one third such amount and an arbitral tribunal awarded only some $18,000 in respect of a $2.7 million claim against the United Nations • Only 1 dispute aroused out of 300 contracts prepared/reviewed • Missions maintained legal authority and control within the mandates of the Security Council through promulgation of regulations and related rules

2. Human resources incumbency performance

Category	*Authorized staff*	*Actual incumbency (average)*	*Vacancy rate (percentage)*
Professional and above	5	5	5.0
General Service and related			

3. Performance of financial resources

(Thousands of United States dollars. Budget year is from 1 July 2003 to 30 June 2004.)

			Variance	
Category	*Approved apportionment*	*Expenditure*	*Amount*	*Percentage*
I. Post resources	803.6	741.4	62.2	7.7
II. Non-post resources				
Official travel	13.0	13.3	(0.3)	(2.3)

Category	Approved apportionment	Expenditure	Variance Amount	Variance Percentage
Communications	3.5	3.5		
Information technology	9.0		9.0	100.0
Other supplies, services and equipment	3.0	3.0		
Subtotal, category II	**28.5**	**19.8**	**8.7**	**30.5**
Gross requirements, categories I-II	**832.1**	**761.2**	**70.9**	**8.5**

4. Analysis of resource variances[1]

	Variance	
Posts	$62.2	7.7%

30. The unutilized balance of $62,200 relates to the vacancy of one post for one month and one post being encumbered by a staff at a lower level. During the reporting period, the overall vacancy rate in the office was 5 per cent.

	Variance	
Official travel	($0.3)	2.3%

31. During the reporting period, travel plans were made for two Senior Legal Officers to visit MONUC. The Mission was considered a priority owing to the complexity of its legal issues. However, because of security concerns, the travel plans were cancelled. The cost of the unused tickets has been reimbursed to the Organization.

	Variance	
Information technology	$9.0	100.0%

32. The unspent balance of $9,000 is attributable to the expenses related to the maintenance of information technology equipment being charged to the regular budget.

E. Department of Public Information

(Millions of United States dollars)

Approved	Expenditure	Approved posts	Average incumbency
0.3	0.3	2	2

1. Results-based framework

Expected accomplishment 3: Increased efficiency and effectiveness in conducting, managing, directing and supporting peacekeeping operations

Planned indicators of achievement	*Actual indicators of achievement*
Positive feedback from missions on quality of support	82% of the surveyed public information offices in MONUC, ONUB, UNMISET, UNFICYP, UNOMIG, UNAMSIL and MINUSTAH rated the services as very good

2. Human resources incumbency performance

Category	*Authorized staff*	*Actual incumbency (average)*	*Vacancy rate (percentage)*
Professional and above	2	2	12.5
General Service and related	-	-	-

3. Performance of financial resources

(Thousands of United States dollars. Budget year is from 1 July 2003 to 30 June 2004.)

	Category	*Approved apportionment*	*Expenditure*	*Variance*	
				Amount	*Percentage*
I.	Post resources	320.5	290.5	30.0	9.4
II.	Non-post resources				
	Official travel	15.0	15.1	(0.1)	(0.7)
	Communications	2.9	2.9	—	—
	Subtotal, category II	**17.9**	**18.0**	**(0.1)**	**(0.6)**
	Gross requirements, categories I-II	**338.4**	**308.5**	**29.9**	**8.8**

4. Analysis of variances[1]

	Variance	
Posts	$30.0	9.4%

33. The unspent balance of $30,000 relates to a higher than budgeted vacancy rate. During the reporting period, the overall average vacancy in the office was 12.5 per cent.

F. Department of Management

(Millions of United States dollars)

Approved	*Expenditure*	*Approved posts*	*Average incumbency*
25.6	24.9	134	97

1. Results-based framework

(a) Office of the Under-Secretary-General

Expected accomplishment 3: Increased efficiency and effectiveness in conducting, managing, directing and supporting peacekeeping operations

Planned indicators of achievement	*Actual indicators of achievement*
Number of cases disposed of within 30 days from receipt of recommendation from Joint Appeals Board and Joint Disciplinary Committee	All decisions (14) on reports from Joint Appeals Board taken, on average, within 30 days, and all decisions (9) on disciplinary matters, including reports from Joint Disciplinary Committee, taken, on average, within 19 days

(b) Office of Programme Planning, Budget and Accounts

(i) Peacekeeping Financing Division

Expected accomplishment 1: Improved ability of the Secretary-General, the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to make fully informed decisions on issues relating to peacekeeping

Planned indicators of achievement	*Actual indicators of achievement*
Positive feedback from the Advisory Committee on Administrative and Budgetary Questions and the General Assembly on the quality of peacekeeping budgets and performance reports submitted	Positive comments on the quality and timeliness of the submission of reports, as indicated in the report of the Advisory Committee on Administrative and Budgetary Questions (A/58/759, para. 15), the oral statement by the Chairman of the Advisory Committee on 3 May 2004 and formal statements by 4 delegations and 3 regional groups in the Fifth Committee at its resumed fifty-eighth session in May 2004
100% of submission deadlines for reports to the Department for General Assembly and Conference Management are met: (a) 31 December for active missions; (b) 28 February for closed missions, support account and UNLB	Achieved for all active missions on the normal budget planning cycle; reports for missions with mandate changes (UNMISET and MONUC) and newly established missions (UNMIL, UNOCI, MINUSTAH and ONUB) submitted within 3 months of respective Security Council resolutions Achieved

Expected accomplishment 3: Increased efficiency and effectiveness in conducting, managing, directing and supporting peacekeeping operations

Planned indicators of achievement	*Actual indicators of achievement*
100% of troop-contributing countries' payments are made quarterly, based on respective missions' ability to pay	Achieved (payments made in October and December 2003 and in April 2004)
Positive feedback from Chief Administrative Officers on services provided	95% of participants in regional results-based budgeting workshop for all peacekeeping missions indicated that the workshop met their needs mostly or completely. Overall client survey to be conducted in 2004/05

(ii) Accounts Division

Expected accomplishment 1: Improved accuracy and timeliness of financial statements and schedules

Planned indicators of achievement	*Actual indicators of achievement*
Positive opinion of the United Nations Board of Auditors on the peacekeeping financial statements	A positive audit opinion received for 2002/03 as noted in A/58/5 (Vol. II). The audit opinion in respect of 2003/04 is expected earliest January 2005
100% of the financial statements are available to the Board of Auditors within 3 months after the end of the financial period	Achieved

Expected accomplishment 3: Increased efficiency and effectiveness in financial management and support of peacekeeping operations

Planned indicators of achievement	*Actual indicators of achievement*
100% of troop-contributing countries' payments are made quarterly based on respective missions' ability to pay	Achieved
90% of Headquarters payments to international mission staff processed within 30 working days of receipt of all appropriate documents	• Payroll: 100% of payroll payments processed on time • Staff separations: 66% processed within 30 working days for July-December 2003, 77% processed within 30 working days for January-June
90% of payments of invoices to vendors and travel claims to staff processed within 30 working days of receipt of all appropriate documents	• Education grants: 93% processed within 30 working days • Vendor and travel claims: 82% of vendor claims and 99.6% of travel claims processed within 30 working days

(iii) Contributions Service

Expected accomplishment 1: Improved ability of the Secretary-General, the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to make fully informed decisions on issues relating to peacekeeping

Planned indicators of achievement	*Actual indicators of achievement*
Agreement of General Assembly on basis of assessment for peacekeeping	General Assembly adopted revised placement of Member States in levels for determining rates of assessment for peacekeeping (resolution 58/256)

Expected accomplishment 3: Increased efficiency and effectiveness in conducting, managing, directing and supporting peacekeeping operations

Planned indicators of achievement	*Actual indicators of achievement*
90% of communications to Member States on assessments for peacekeeping issued within 30 days after receipt of related instructions	100% issued within 30-day deadline
Reduction in backlog of peacekeeping assessments covered by compiled and translated assessment documents	Backlog reduced from 22 to 14 by issuance of 8 assessment documents

(iv) Treasury

Expected accomplishment 3: Increased efficiency and effectiveness in conducting, managing, directing and supporting peacekeeping operations

Planned indicators of achievement	*Actual indicators of achievement*
Investments secure with pooled returns equal or above 90-day risk-free rate of return on government securities	Earned a return of 2.89% vs. benchmark return of 0.99% and average market return of 1.21%. Ranked 2nd among 93 funds (Government Agency — Short-term)
20% reduction in wire transfer fees at UNAMSIL, MONUC, MINURSO, UNMIK, UNIFIL, UNFICYP	Reduction in wire transfer fees from $12 to $6 per transfer at UNMIK and MONUC. Other missions under review

(c) Office of Human Resources Management

Expected accomplishment 3: Increased efficiency and effectiveness in conducting, managing, directing and supporting peacekeeping operations

Planned indicators of achievement	*Actual indicators of achievement*
Division for Organizational Development	
Positive feedback in surveys from missions on the quality of services of the Office of Human Resources Management and on efficacy of human resources delegated authority monitoring system	High level of satisfaction reported by mission staff who participated in performance management and competency development programmes
Medical Services Division	
100% of mission medical evacuation requests and urgent deployment requests for medical clearances are processed on the same day	Achieved
Operational Services Division	
Positive feedback in surveys from missions on the quality of services of the Office of Human Resources Management and on efficacy of human resources delegated authority monitoring system	Positive feedback received during monitoring visits. Collection of feedback information is being systematized

(d) **Office of Central Support Services**

Expected accomplishment 2: Reduction of time required to plan, rapidly deploy and establish peacekeeping operations in response to Security Council mandates

Planned indicators of achievement	*Actual indicators of achievement*
Procurement Division	
100% of strategic deployment stocks delivered to and accepted by UNLB	Achieved

Expected accomplishment 3: Increased efficiency and effectiveness in conducting, managing, directing and supporting peacekeeping operations

Planned indicators of achievement	*Actual indicators of achievement*
Procurement Division	
10% reduction in the number of days to process conforming requisitions	Average lead time from the time a purchase order was processed to the delivery of goods was reduced by 50% compared to 2002-2003 as per Board of Auditors observation memorandum 09/2004 of 30 September 2004

Archives and Records Management Section	
Increase in the level of satisfaction from surveyed missions regarding Office of Central Support Services support	Survey indicated maintenance of a high level of satisfaction among the peacekeeping missions
Facilities Management Division	
Increase in the level of satisfaction from surveyed missions regarding Office of Central Support Services	Survey indicated an increase in the level of satisfaction among peacekeeping missions
Information Technology Services Division	
Increase in the level of satisfaction from surveyed missions regarding Office of Central Support Services support	Survey indicated that users were well satisfied
99% availability of critical systems	Achieved
Security and Safety Service	
Increase in the level of satisfaction from surveyed missions regarding Office of Central Support Services support	Survey indicated increase in the level of satisfaction among peacekeeping mission staff trained
Travel and Transportation Service	
Positive feedback from surveyed users of travel and transportation services	Survey indicated maintenance of a high level of satisfaction among peacekeeping missions

(e) Overall resource requirements of the Department of Management

(i) Human resources incumbency performance

Category	*Authorized staff*	*Actual incumbency (average)*	*Vacancy rate (percentage)*
Professional and above	67	50	25.6
General Service and related	67	47	29.2

(ii) Performance of financial resources

(Thousands of United States dollars. Budget year is from 1 July 2003 to 30 June 2004.)

Category		Approved apportionment	Expenditure	Variance	
				Amount	Percentage
I.	Post resources	15 258.9	14 941.0	317.9	2.1
II.	Non-post resources				
	General temporary assistance	893.5	992.2	(98.7)	(11.0)
	Consultants	202.1	201.4	0.7	0.3
	Official travel	855.0	724.9	130.1	15.2
	Facilities and infrastructure[a]	6 601.6	6 208.7	392.9	6.0
	Communications	214.3	214.5	(0.2)	(0.1)
	Information technology	806.6	951.7	(145.1)	(18.0)
	Medical	100.0	100.0	—	—
	Other supplies, services and equipment	700.0	559.8	140.2	20.0
	Subtotal, category II	**10 373.1**	**9 953.2**	**419.9**	**4.0**
	Gross requirements, categories I-II	**25 632.0**	**24 894.2**	**737.8**	**2.9**

[a] Reflects accommodation costs for all offices.

	Variance	
Posts	$317.9	2.1%

34. The net saving of $317,900 was attributable primarily to higher than budgeted vacancy rates and the incumbency of posts at lower than budgeted levels in the Office of Human Resources Management and the Office of Programme Planning, Budget and Accounts.

	Variance	
General temporary assistance	($98.7)	(11.0%)

35. The additional requirement of $98,700 results mainly from higher than budgeted staff costs owing to the unforeseen general temporary assistance requirements related to the implementation of the enhancements for the Galaxy e-Staffing module in the Operational Services Division of the Office of Human Resources Management.

	Variance	
Official travel	$130.1	15.2%

36. The savings of $130,100 were primarily in the Procurement Division as a result of combining mission visits with a business seminar in the Africa region. The

Peacekeeping Financing Division undertook fewer mission visits than planned in order to support the establishment of three new peacekeeping missions in the spring of 2004, which also resulted in savings.

	Variance	
Facilities and infrastructure	$392.9	6.0%

37. Savings of $392,900 resulted when the improvements to the network connectivity between the United Nations Secretariat, the UNITAR building and Nigeria House were not undertaken owing to difficulties in identifying a cost-effective contractor. With the closure of the Office of the Iraq Programme, additional office space in the DC-1 building became available for occupancy by the Department of Peacekeeping Operations. The Department was able to consolidate three sections of its Office of Mission Support and vacate Nigeria House. As a result, the planned enhancement to the connectivity services between the Secretariat and Nigeria House was no longer necessary.

	Variance	
Information technology	($145.1)	(18.0%)

38. The overexpenditure of $145,100 was attributed mainly to the purchase of five additional OPICS licences for the implementation of the SWIFT electronic payment system in Treasury.

	Variance	
Other supplies, services and equipment	$140.2	20.0%

39. An unutilized balance of $140,230 was realized mostly in Treasury by the absorption of $41,680 in bank charges by the regular budget and by financial institutions waiving fees for training venues.

G. Office of the United Nations Security Coordinator

(Millions of United States dollars)

Approved	*Expenditure*	*Approved posts*	*Average incumbency*
1.2	1.1	7	6

1. Results-based framework

Expected accomplishment 1: Improved ability of the Secretary-General, the General Assembly, other intergovernmental bodies and troop-contributing countries to make fully informed decisions on issues relating to peacekeeping

Planned indicators of achievement	*Actual indicators of achievement*
Positive formal feedback from legislative bodies on advice and reports	Positive feedback reflected by resolution 58/295 ("Strengthening the security and safety of United Nations operations, staff and premises")

Expected accomplishment 3: Increased efficiency and effectiveness in conducting, managing, directing and supporting peacekeeping operations

Planned indicators of achievement	*Actual indicators of achievement*
Reduction in the number of civilian mission personnel killed or wounded by malicious acts from 4 to zero	Achieved
Security-related recommendations are adopted by missions	5 in MONUC, 1 in UNOMIG, 2 in UNMIL, 4 in UNDOF, 1 in ONUB and 2 in UNOCI
Emergency response teams are deployed from Headquarters within 8 hours	3 emergency responses activated to deploy Stress Counsellors to UNMIL, MONUC and UNAMSIL within 8 hours of notification of a critical incident

2. Human resources incumbency performance

Category	*Authorized staff*	*Actual incumbency (average)*	*Vacancy rate (percentage)*
Professional and above	5	4	11.7
General Service and related	2	2	–

3. Performance of financial resources

(Thousands of United States dollars. Budget year is from 1 July 2003 to 30 June 2004.)

	Category	*Approved apportionment*	*Expenditure*	*Variance*	
				Amount	*Percentage*
I.	Post resources	978.3	930.5	47.8	4.9
II.	Non-post resources				
	Official travel	168.0	158.1	9.9	5.9
	Facilities and infrastructure	1.4	—	1.4	100.0
	Communications	15.7	—	15.7	100.0
	Information technology	15.4	18.0	(2.6)	(16.9)
	Subtotal, category II	**200.5**	**176.1**	**24.4**	**12.2**
	Gross requirements, categories I-II	**1 178.8**	**1 106.6**	**72.2**	**6.1**

4. **Analysis of resource variances**[1]

	Variance	
Official travel	$9.9	5.9%

40. The unutilized balance of $9,900 relates to lower requirements under training-related travel that resulted from the cost of four participants being paid for by their departments.

	Variance	
Facilities and infrastructure	$1.4	100%

41. The unutilized balance of $1,400 resulted from charging the requirements under this class to the regular budget.

	Variance	
Communications	$15.7	100.0%

42. The unspent balance of $15,700 resulted from charging the requirements under this class to the regular budget.

	Variance	
Information technology	($2.6)	(16.9%)

43. The additional requirements of $2,600 relate to the acquisition of three laptops purchased during the period for the training sessions offset by lower requirements for the maintenance of information technology equipment.

III. Activities of the Training and Evaluation Service

A. Training assistance requested and provided

Host	*Period*
Ukraine	July/August 2003
Austria	September 2003
Estonia	September 2003
France	September 2003
Norway	September 2003
India	October 2003
Belize	March 2004

Host	*Period*
Kenya	March 2004
Senegal	April 2004
Ukraine	April 2004
Austria	April/May 2004
Hungary	April/May 2004

B. Regular activities

Activity	*Host*	*Period*
International Association of Peacekeeping Training Centre Conference	Germany	October 2003
Training recognition project	Austria, Hungary, Croatia, Greece, Germany and Switzerland	October 2003-June 2004
United Nations training assistance teams seminar	Bolivia	November/ December 2003
United Nations Logistics Course	Italy	December 2003
Establish integrated mission training cell in UNIFIL	Lebanon	December 2003
Establish integrated mission training cell in UNMOGIP	Pakistan	December 2003
United Nations training assistance teams seminar	Zambia	December 2003
Civilian Police Division Seminar	Ghana	March 2004
Standard Training Modules 3 Workshop	Italy	March 2004
Establish integrated mission training cell in UNOCI	Ivory Coast	March 2004
United Nations training assistance teams seminar	Kenya	March 2004
Standard Training Modules 2 Seminar	Slovakia	May 2004
Mission Training Cell Course	Poland	June 2004
Standard Training Modules 3 Seminar	Singapore	June 2004

44. All peacekeeping training activities requested by Member States were conducted.

IV. Action to be taken by the General Assembly

45. **The action to be taken by the General Assembly is as follows:**

(a) **To apply the unencumbered balance of $874,800 in respect of the period from 1 July 2003 to 30 June 2004 to the support account requirements for the period from 1 July 2005 to 30 June 2006;**

(b) **To apply other income and adjustments amounting to $1,873,000, comprising interest income ($634,000), miscellaneous income ($115,000) and net savings on or cancellation of prior-period obligations and prior-period adjustments ($1,124,000) in respect of the period from 1 July 2003 to 30 June 2004 to the support account requirements for the period from 1 July 2005 to 30 June 2006.**

Notes

[1] Resource variance amounts are expressed in thousands of United States dollars.